

Principles in Negotiation

The Harvard Business School Principles

1. Separate the person from the issue
2. Not position-focused; interest-oriented
3. Develop criteria for a successful solution
4. Have options

Principles of negotiation – Michael Wheeler*

1. Negotiation is a dynamic, interactive process
2. To be effective, manage and cope with uncertainty and unpredictability
3. Omniscience about the present, let alone the future, isn't possible
4. Formulate a robust strategy and execute nimble tactics
5. Don't assume a static environment, focus on the interaction
6. We don't have control
7. Trying to gain control is counter-productive
8. Focus on the interaction between the parties (the dance)
9. It takes luck & skill
10. Manage the complexity and interpersonal dynamics
11. Learn as you go. Rigid plans hamper learning
12. Balance clear objectives with openness and agility
13. Know your best- & worst-case scenarios
14. The early stages are reconnaissance
15. Understand and adapt to your counterparty
16. As the process unfolds, options will close, and others emerge – keep track
17. What each party says and does tells you how the process will unfold
18. All tactics should serve the general strategy. Aggression is counter-productive
19. Negotiators learn, adapt, and influence on the fly collaboratively and competitively
20. Be adaptable – observe, orient, decide and act based on the situation at hand
21. Learn how they operate and how to influence them
22. You will need emotional balance and presence of mind
23. Measuring success is hard
24. Avoid “mislearning”
25. Modest improvements improve our well-being

* The Art of Negotiation: How to improvise agreement in a chaotic world